

Herashchenko I.O., Ph.D. ,
*associate professor of the department of production organization and personnel
management*
National Technical University "Kharkiv Polytechnic Institute"

MANAGEMENT OF COMPETITIVENESS OF THE ENTERPRISE

Over the past decade, market transformations in Ukraine have led to changes in the enterprise management system that adequately respond to the external and contemporary competitive environment. Competitiveness of an enterprise as an object of management is a set of interrelated elements aimed at ensuring strong positions of competition, maintaining existing and setting new competitive advantages. In modern conditions in Ukraine, competition is intensifying, as a result of which the company managers are constantly searching for new, appropriate conditions of competition, tools and methods of managing the competitiveness of the enterprise, which makes the relevance of the study of this problem more relevant.

The so-called problem of managing the competitiveness of the enterprise becomes relevant for the business community, and the world crisis has aggravated the difficult situation in the competitive struggle of enterprises. Due to the lack of

adequate and timely pricing of the level of competitive potential, the identification of some factors of direct influence on the competitive position of the enterprise, the management ceases to develop and implement the strategy of the existence and operation of the enterprise.

Many researchers in the theory of management are engaged in the search for effective management mechanisms that would contribute to the rapid reaction of the economic entity to the change of external and internal environment, as well as adaptation to new conditions. Various aspects of theory and practice of competitiveness, as an element of management of the enterprise, are devoted to the work of such foreign scholars as A. Smith, A. Marshall, F. Edgeworth, J. Moore.

Competitiveness Management should focus on:

- neutralization or limitation of the number of negative factors of influence on the level of competitiveness of the enterprise through the formation of protection against them;
- use of positive external factors of influence for increasing and realization of competitive advantages of the enterprise;
- ensuring the flexibility of management actions and decisions - their synchronization with the dynamics of negative and positive factors of competition.

The object of managing the competitiveness of an enterprise is the level of competitiveness that is necessary and sufficient to ensure the viability of the enterprise as the subject of economic competition.

The subjects of management of competitiveness of the enterprise are a certain circle of persons who realize its purpose:

- the owner of the enterprise, which under all conditions must take an active part in the formation of the tasks of the enterprise related to its economic interests and financial possibilities;
- senior management personnel of the enterprise (director, deputy directors and managers);

- linear managers of operational units of the enterprise, which are responsible for the effective implementation of measures to ensure an adequate level of competitiveness;

- Economists-managers of consulting firms engaged on a fee-based basis for the development and implementation of a strategy for increasing competitiveness.

Recent years research in the field of strategic management shows that the competitiveness of modern enterprises depends on the level of competence of the management and its use for the effective development of the enterprise.

Enforcement of competitive advantages over competitors is connected, first of all, with the formation in the management of the idea of new possibilities of modern technologies, which requires the use of intellectual elements in an integrated information system. Therefore, the creation and use by enterprises of the information management system development potential (IMSDP) as an intellectual center is one of the most important conditions that will become an important basis for the decision of effective management decisions and development of managerial innovations of the enterprise.

IMSDP should become the intellectual center of the enterprise with a cross-cutting information environment for the accumulation and exchange of knowledge between managers who, in cooperation with virtual intelligence agents, will select a set of diverse textual and analytical information on the state of the market of products, the activity of competitors, contractors, the possibilities of improving the circulation of documents, on the execution of tasks by subdivisions and achieved the final results of the enterprises in general.

The IMSDP should be a set of intelligent agents, each of which is capable of providing information to the user. Let's consider how it is necessary to implement the procedure for providing information to the head of the company by the intellectual agent. First of all, the user must activate the program - the agent on your computer and describe the situation for which you need to take an effective management decision. The agent then connects with agents that operate on computers of other enterprise executives to obtain the information available to accomplish the task.

However, for making effective management decision, the user, that is, the manager must receive not only the necessary information, but also the results of the analysis of the specific situation and the appropriate recommendations. If necessary, the user can familiarize himself with the data and logical conclusion and make his own decision.

Thus, we can conclude that the competitiveness of an enterprise in modern conditions of management is determined, first of all, by the ability to maximally use in its interests the market situation, which has developed or can arise at a certain interval of time, for the increase of production, provision of services, turnover of goods and obtaining the maximum profit for maintaining and increasing competitiveness with the use of a limited range of resources in a particular market situation.